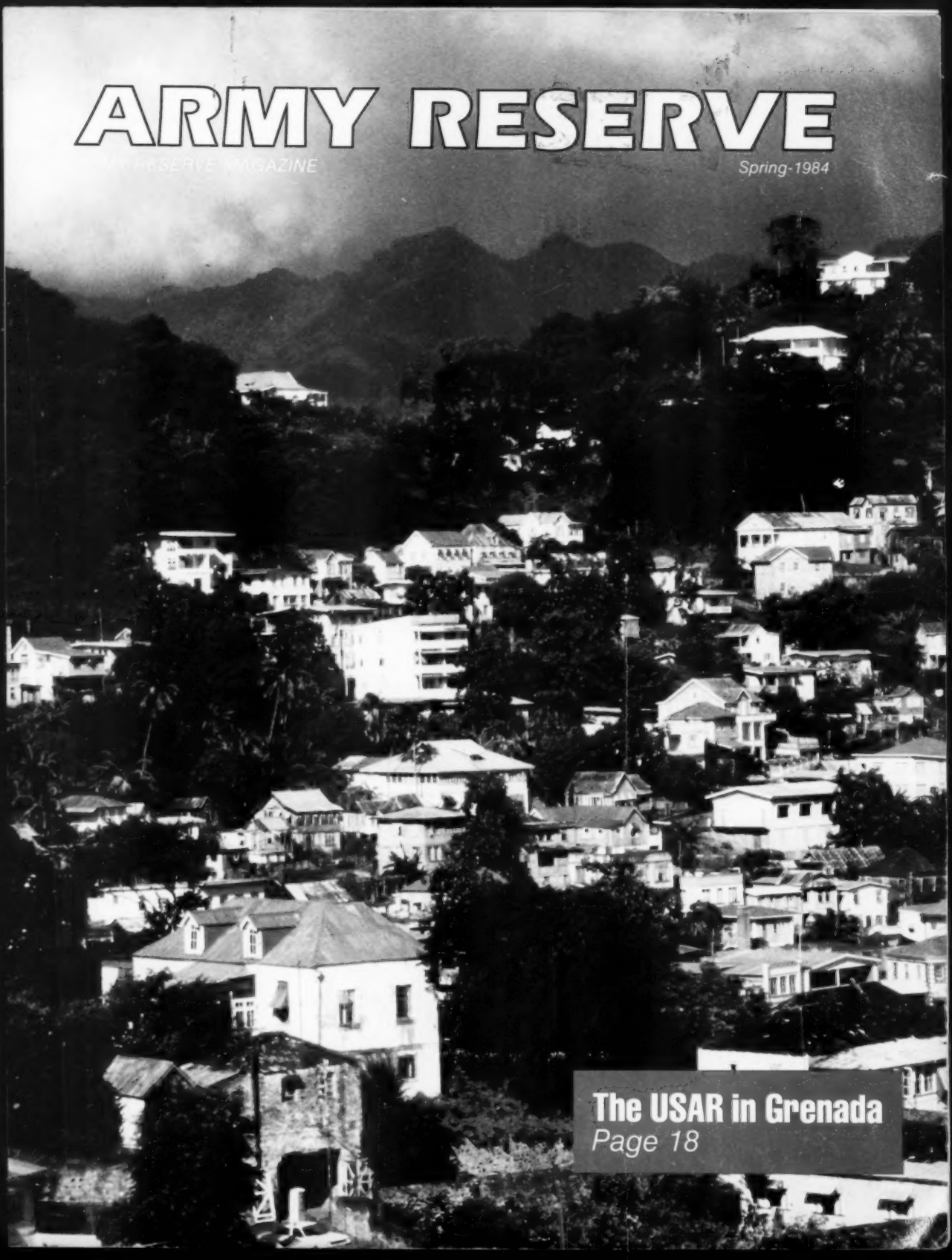
# ARMY RESERVE

ARMY RESERVE MAGAZINE

Spring-1984



**The USAR in Grenada**

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**ROTC cadets from Boise State University escort "POWs" — members of the USAR's 321st Engineer Battalion (Boise, Idaho), during a recent training exercise Gowan Field Military Reservation, located in the Snake River Plateau.**

USAR Army photo by Sterling Eaton

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# Army Reserve Magazine
## Vol. XXX Number 2
## SPRING 1984

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**FRONT AND REAR COVERS: Grenada is a beautiful, lush tropical island — and the scene of a recent, bloody political upheaval. We don't know the name of the Grenadian tyke appearing on the rear cover.**

Front and rear cover photos by Sgt. Cecil Stack


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# BRIEFS

■ **When does travel to and from Annual Training, Active Duty for Training** or active duty count as military leave (from your civilian job)? For Annual Training travel time can only be counted if it is included in your orders. For Active Duty for Training and active duty, travel will usually not be included in the orders—just the reporting date and time. The finance office computes the active duty entry date at the first duty station, and this adjusted date is found on the individual's release document (DD Form 214 or equivalent). If the employer wants to see this document, then the Reservist can present it to him. Note that all of this applies when the place of duty and the Reservist's home are *not* in the same community.

■ **Reservists must be permanent in their civilian jobs in order to have reemployment rights to those jobs.** In other words, Reservists who are temporary employees don't have the rights when they go away for training. Permanent employment can include full-time, part-time or even seasonal work.

■ **Army health care providers will be administered at least one, unannounced drug urine screening annually. Reservists on duty at the times and places of these screenings will be tested.** That's the decision of the Office of the Surgeon General, and it took effect December 1, 1983. The undertaking is designed to determine the effect of alcohol and drug abuse on health care professionals.

■ **How do you change your address for the Army Reserve Magazine?** If you're a member of the Individual Ready Reserve (IRR) call your career adviser (NCO) or personnel management officer on the appropriate toll-free line in St. Louis. If you're assigned to an Army Reserve unit make sure that it has your correct address and that it reports that address "up the chain" after drills. Please don't write or call the editorial office here in Washington. We can neither change your address nor acknowledge requests to do so.

■ **How do Standby Reservists and Retired Reservists apply for the red ID card, DD Form 2A?** They can write to: Commander, RCPAC, ATTN: DARC-PSE-VC, 9700 Page Blvd., St. Louis, Mo. 63132.

■ **Some dollars are being chopped from Reserve pay checks.** Congress has abolished Variable Housing Allowances for Reservists on active duty for less than 20 weeks. Reservists on Annual Training and man-day spaces receive Basic Allowance for Quarters, but the extra dollars for high-cost areas are now restricted to full-time soldiers.

■ **How many people enlisted in the Army Reserve in fiscal year 1983?** The number is 65,386; 30,808 had prior military service. Of the males without prior service who signed up, 69.1 percent have high school degrees. In fiscal year 1982 the figure was 57.1 percent.

U.S. Army photo by Spec 4 Frederick Sutter

**Bring on those uniform changes!**

■ **The Army has changed its mind on pressing the Battle Dress Uniform (BDU): soldiers are to begin wearing ironed BDUs. However, BDUs are not to be starched.** If you launder and press your BDU at home, make sure not to exceed the permanent press/steam setting on the iron. If a commercial laundry handles your uniform, the temperature of the hot head press used shouldn't exceed 300 degrees Fahrenheit.

■ **Guess what you can wear on the BDU?** The Army says you can don subdued *metal pin-on* skill and qualification badges.

■ **The women's (uniform) black beret will phased out.** It will be replaced by garrison cap. The date for this hasn't been set.

■ **"Twice The Citizen," a book-length history of the Army Reserve, will be published this spring by the Office of the Chief, Army Reserve.** Written by Army Reservists Lt. Col. Richard B. Crossland and Maj. James T. Currie, the book was prepared as one of several projects commemorating the USAR's 75th anniversary in 1983. The history will be published as Army Pamphlet 140-14, and will be available for sale through the U.S. Government Printing Office. When the book hits the streets, we'll tell you about its price and availability.

■ **There are corrections in the commissary item we ran in the last issue.** In a year-long test which ends December 31, 1984 (not September 30, 1984), some Army Reserve unit members and Individual Mobilization Augmentees may use military commissaries at times other than during Annual Training. Instead of being restricted to AT periods, these Reservists may shop—one day's commissary use for each day of AT—anytime *during* the test (but not up to a year following the duty). Unit members whose outfits' locations are within certain Los Angeles and San Antonio-area zip code boundaries can participate in the test; so can Reservists whose units are located in the six New England states. Military, not just Army commissaries in the Los Angeles and San Antonio areas and in New England are involved.

■ **The Defense Information School is compiling an alumni list in conjunction with its 20th anniversary in July 1984.** If you're a graduate of the School or any of its predecessors—the Armed Forces Information School at Fort Slocum, N.Y.; the Army Information School at either Carlisle Barracks, Pa. of Fort Slocum; the Air Force Information School at Craig Air Force Base, Ala.; or the Navy Journalist School at Great Lakes, Ill.- please send your name, armed service, school attended, graduation date present occupation and address. Mail the information to: Public Affairs Office, Defense Information School, Bldg. 400, Fort Benjamin Harrison, Ind. 46216.

■ **Are you an Army Reservist and a participant in the 1984 Summer Olympics?** Please call the OCAR Public Affairs Office in Washington, collect. The number is: (202) 697-8619.

# There Is Time for Exercise

SIR: This is in response to Jack Ardell's letter (Winter 1984 issue) regarding his problem of staying in shape.

Jack believes he has difficulties because he works more than 40 hours a week, attends night classes three times a week, has to do his college homework, takes correspondence courses and attends monthly drills.

Well, I work over 40 hours per week (behind a desk), spend three hours a day commuting, take correspondence courses, attend monthly drills and support my family.

But, unlike Jack, I stay in shape in order to meet the demands of my reserve unit (Company C, 1st Battalion, 11th Special Forces Group).

I joined a health club. Not just any club. Not one where I pay hundreds of dollars to stand in line to pump iron and sit in a hot tub. But, my club tailors a rigorous program that meets my (and the Army's) demands. My club is . .

- primarily concerned with developing the cardiovascular system (endurance, stamina, body efficiency)
- secondly concerned with increasing my muscular strength

The club also monitors and records my progress and supervises my workouts so that I reach and surpass my goals.

Starting with the phone book, I started hunting for the right club. I visited clubs, talked with their managers and staffs, saw their machines and discussed their programs. I narrowed the field to a club that would have:

- a staff that cared about my fitness goals and made sure that I worked to reach those goals.
- running machines calibrated to show elapsed time (minutes and hours) speed (miles per hour), miles completed (in 1/100ths) and incline adjustment (in degrees)
- bicycle machines with various resistances and programs for hills, valleys and constants
- resistance devices such as dead weights and universal-Nautilus machines
- rowing machines
- conventional hours

If you are as lucky as I to find such a club—join it. Work out between three and six times a week. But, don't work out with the same machines consecutively. It's better to alternate your machines. On one day workout vigorously for 20 minutes on a running machine and then do 300 rows on a rowing machine. Next day workout on the bicycle for 20 minutes and then hit the resistance devices. Keep up a high pulse rate during the workouts. A good workout should be followed by as many pushups as you can do. If you have a good workout you should be quite sweaty, tired . . . and, if you're a beginner—a little nauseous.

Your instructor should monitor and record your progress and check your pulse. Each day he (or she) should slowly increase the resistance, distance and duration of your exercise. Don't worry. If you're in good health your body will respond in a positive manner to the demands placed on it.

But, there's a problem, especially for beginners. Our minds tend to persuade our bodies to quit before we've completed about ten percent of what we can perform! However, this can be overcome by a simple trick. It amounts to divorcing your mind from the discomfort your body experiences.

Here's a method that works for me. Relax the body groups that are *not* directly engaged in exercise. For example, while you're on the running machine, don't clench your fists or keep your arms tense. Just allow your arms to drift toward your sides. Let your hands go limp. Then concentrate on pleasant experiences. Allow your imagination to wander. Think of positive things—victory, accomplishment. Reject negative thoughts. This will take a little practice at first. But, it will become automatic as you get into the exercise routine.

So, go ahead and find the right club for you. Then begin by exercising lightly. Slowly build yourself up. In six months you'll find that you can run (not jog) twice as far and 30 percent faster—and your strength will have increased 25 to 40 percent (than before you began your fitness program).

Although my club costs about $400 a year I can:

- deduct the cost from my income tax
- cut down on my food and liquor intake
- reduce my medical expenses
- increase my energy level
- handle more stress
- eat better foods
- probably live longer
- feel better about myself

Another thought—if you're a smoker exercise may force you to quit.

Yes, Jack, it may be hard at first, even expensive to get into shape. But, you'll like your new self for it. So, come on and be all you can be. If I can do it (at age 39) so can you, as can the rest of the Army Reserve.

Patrick M. Cassel
Staten Island, N.Y.

*The ideas presented in this letter are the author's, not the magazine's.*

Photo courtesy NASA

# NASA Picks Reservist for Skylab

"Nice girls don't join the military," her mother told her. But, that was long ago, when the future astronaut was growing up in Mineral Wells, Texas. She decided her mom's advice was no longer valid two years later when she joined the Army Reserve.

Today, **Dr. Millie Hughes-Fulford** is a prominent clinical biochemist in San Francisco.

It's the same profession she practices on Annual Training as an Individual Mobilization Augmentee (IMA) at Tripler Army Medical Center, Oahu, Hawaii.

## SKYWARD

But the knowledge, skills and abilities of this 38-year-old Reservist may soon, quite literally, launch her into an expanded scientific career. Hughes-Fulford has recently been selected by the National Aeronautics and Space Administration (NASA) as a payload specialist for the Spacelab IV mission, becoming the only female scientist from outside the program to be part of the Spacelab team.

Spacelab IV is a shuttle-launched mission scheduled for December 1985 or January 1986. Hughes-Fulford will be involved in experients didicated to life sciences, including study of mineral loss, plant growth, cardiovascular changes, bone loss in rats and fertilization of eggs in the weightlessness of space.

Although four astronaut-scientists were chosen, only two of them will fly. After several months of training, NASA will decide which two will be the "primary" mission specialists selected to

U.S. Army photo by Lou Brodsky

**Dr. Millie Hughes-Fulford is a prominent clinical biologist in San Francisco and, in the Army Reserve, an Individual Mobilization Augmentee at Tripler Army Medical Center, Oahu, Hawaii.**

fly and who will be the "backup" scientists with ground duties. Hughes-Fulford is confident that she will be selected to go into space. "I'm sure myself and another will be happy to go up," she recently told a group of reporters. Of the four new mission specialists, she is the only woman, and may therefore become the second American woman to fly in space.

**EXPERIENCE**

"I was chosen because of the work I've done," says the fourth-generation Texan who at five feet ten inches, surpasses what was once the height limitation for male astronauts. "Ever since I was 8, I wanted to be an astronaut, but, in school I realized that they were all male fighter pilots. Besides, they were shorter than me." Temporarily, Hughes-Fulford abandoned her dream.

Times changed. Dr. Hughes-Fulford earned her degrees in Texas, established her career, and took time to become a certified scuba diver, licensed pilot and Army Reservist.

Serving in the military was something I've wanted to do since I was a kid," she says. "I'm an officer in the Medical Service Corps when I put on my uniform. The Army Reserve allows me to serve for two weeks a year in a great place (Hawaii), working with great people, doing the professional work I know best."

**TRAINING**

To prepare for her space scientist role, NASA has started Hughes-Fulford on an exhausting training schedule to include many sessions with North Carolina and Georgia laboratories where the experiments for Spacelab IV have been created, and rigorous astronaut training in Houston, Texas, and other locations.

As earlier astronauts, she had to pass a series of difficult mental and physical tests to qualify for the space program. "NASA tested eight to 10 tubes of blood from each candidate and gave each of us about two hours of psychiatric examination," remembers Hughes-Fulford. There was also a slew of tests on treadmills, spinning chairs (to test for motion sickness) and exhaustive physical exams.

"They put me through 150 head motions, blind-folded, and I passed with flying colors. I've never had any motion sickness and one of my favorite pasttimes in high school was riding roller coasters."

About 60 candidates were nominated for the scientist positions on Spacelab IV. In September 1983, the group had been reduced to 11, then down to seven. The four finalists were notified during the first week in January 1984.

Hughes-Fulford's husband, George, and 15-year-old daughter Tori share her excitement over the selection. George, a pilot who flies 727s for a commercial airline, immediately ordered new license plates for his wife's car. They read, "SPCLAB4." "He's backed me from the beginning," notes Dr. Hughes-Fulford. George and Tori will remain in California while she trains in Houston and other locations.

Will there still be time for Army Reserve duties? Yes, says Hughes-Fulford. "NASA is supportive of my Reserve service and I'll be taking my Army uniforms to Houston."

But, Reserve training time will be carefully coordinated so that it doesn't interfere with NASA training. "After all," notes the newest woman astronaut, "it's T minus 23 months and counting."

# Ironmen Tough It Out in Hawaii

Ever hanker to swim nearly two and a half miles in ocean surf? How about biking 112 miles through a desert? Want to run a 26-mile marathon on mountain roads against a stiff wind?

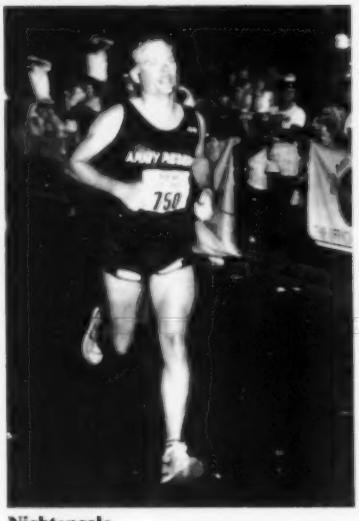
Feel like doing all this in one day?

(At least) two members of the Army Reserve answered "yes" to all these questions last fall, participating in the annual "Ironman" triathlon competition in Hawaii. **Capt. Keith Wingad**, a Minnesotan who commands the 205th Infantry Brigade's headquarters aviation detachment, and **Sgt. Ron Nightengale,** an Illinoisan who is a surveyor with the 863rd Engineer Battalion, were among nearly a thousand competitors who took part in the torturous, three-part race.

Termed the "gruelathon" by race promoters and participants alike, Ironman is considered the grandaddy of triathlon meets—the roughest and longest event of its kind anywhere. Thanks to the extensive television coverage on ABC's "Wide World of Sports," Ironman is credited with popularizing the triathlon sport.

The television coverage of a previous year's Ironman changed Nightengale's life. In his mid-thirties, and overweight, Ron was working his way through one of two daily packs of cigarettes when he flipped to "Wide World" one Saturday afternoon. Inspired by what he saw, Nightengale decided to change his lifestyle and become a triathlete.

Out went the smokes, down—by some 50 pounds—went the weight, and Ron was soon conditioning himself by competing in bike races, marathons, swims and local triathlons.




**Nightengale**

**Wingad**

Keith Wingad, also in his thirties, trained for a year prior to the Ironman—an average of some five hours a day. Wingad's routine included such chores as swimming 196 laps around a pool at the University of Minnesota. Challenged by the same sort of personal fitness goals as Nightengale, Wingad also undertook the Ironman ordeal to raise money and generate publicity for his local chapter of Outward Bound, a fitness and confidence-building outdoor program for young people.

Wingad place 665th among the finishers, crossing the finish line 14 and a half hours after answering the starting gun. Nightengale placed 744th, finishing 15 hours and 20 minutes into the race. Of the nearly 1,000 international competitors who started the event, more than 100 could not complete the ordeal.

On their way to becoming Ironmen, Wingad and Nigntengale had to contend with swallowed salt water and ocean swells, powerful, hot lava desert winds, uphill climbs on bike and foot, exhaustion, pain, cramps, dehydration, agony and more. Their rewards: Ironman t-shirts, floral leis, a few mementoes, and sense of exhilerating personal satisfaction described by Wingad as "top of the world."

# Olympic Committee Eyes Pentathlon Champ Glenesk

Will it be the 1984 Olympics for **Spec. 5 Dean Glenesk**?

The U.S. Olympic Committee is looking him over right now—after his smashing year competing in Modern Pentathlon events. In July, 1983, he won the Senior Men's Modern Pentathlon National Championship. Then, in August, he placed 13th in the Senior Men's Modern Pentathlon World Championships. And, in September, as a Reservist, Glenesk led a U.S. team to a gold medal in the International Military Sports Council Modern Pentathlon Championships. That competition was held in Germany.

For his successes, Glenesk was named the 1983 Men's Modern Pentathlon Athlete of the Year by the U.S. Modern Pentathlon Association; his name was sent to the Olympic Committee as a result. He'll know about 1984 sometime after this magazine goes to press.

An Individual Ready Reservist, Glenesk lives in San Antonio, Texas. He's 25.

U.S. Army photo by Michael Gallione

# Are You a Chinese Spy? Don't Talk to Lola Haas

Chief Warrant Officer Lola Haas, of Honolulu's 114th Military Intelligence Detachment, is not your average Reservist. Both her military duties and her civilian job are closely linked to her extraordinary facility with language.

Of Chinese-Hawaiian ancestry, Haas speaks English, Cantonese Chinese, Mandarin Chinese, French and Russian. She is also at ease with Korean and Japanese. She has studied language at the Sun Yat Sen Language School, the University of Hawaii, and during several study tours to Taiwan sponsored by the Nationalist Chinese government. She holds a masters degree in Chinese, and is a graduate of the Foreign Language Instructor Course of the Defense Language Institute.

Her rare skills have prompted a lot of overseas travel. In addition to her visits to Taiwan, she has visited ancestral homes in China, and been dispatched by the Army to take part in readiness and training exercises in Japan.

**TWO HATS**

As a civilian, Haas is employed as a language instructor at the Army's Schofield Barracks, on Oahu. There she teaches intensive language courses to soldiers—all graduates of the Defense Language Institute—with duties requiring skills beyond their DLI training.

As a Reservist, Haas is an interrogator and a graduate of the Army Intelligence Center's interrogator course. Recruited into the Army Reserve as a result of her husband's membership, Haas was initially a unit clerk. Because of her special language abilities, she soon moved into intelligence work.

CWO-2 Haas now heads the 114th MI Detachment's primary interrogation team. During a mobilization, her team would be responsible for gleaning intelligence from prisoners of war and civilian internees.

Speaking of 1983, Haas comments "it was a busy year," punctuated by visits to both China and Japan. The former trip was cultural; the latter was more serious. While in Japan, Haas participated in operation REDTRAIN, where she was engaged in on-the-job intelligence training with Active Army counterparts.

# Milwee Slices Army's Printing Bill

Sometimes, one person *can* change the way the Army does business.

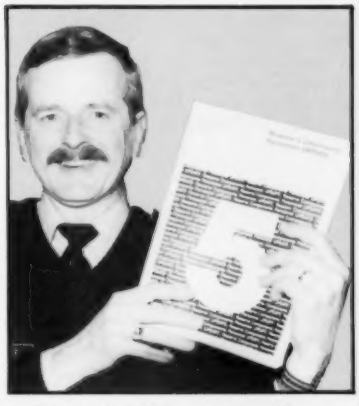
Take Raymond F. Milwee, an Army Reserve colonel from Arlington, Va. After completing a U.S. Army War College study of the Army's publication system—the study describes it as "penny wise and pound foolish"—Milwee introduced a new way of getting regulations to the field.

It's called Project UPDATE. Under UPDATE, Army Reserve personnel regulations are combined into one book. The new publication comes out four times a year . . . and the latest changes are included. That's right—the days of posting looseleaf, independently printed Army Reserve personnel regs are over. And, when one edition comes out, the last can be tossed. It's a throw-away affair (yes, the paper can be recycled). The new format's (computer-assisted) production makes putting out important information so cheap and quick that it's been decided that UPDATE's methodology will be applied to *all* Army publications.

The Adjutant General's office estimates that $50 million can be saved each year on (reg-posting) manhours.

"Anybody who's said that 'bureaucrats don't listen to new ideas' should be amazed by what's happened with UPDATE," says Milwee. "I've had incredible support from the Army. There isn't a 'Catch 22' we haven't or can't overcome."

An infantry officer, Milwee's served with the Army Reserve's 97th ARCOM, 2122 U.S. Army Garrison and 11th Special Forces Group.



**Reg-maker Milwee mugs with throw-away pub.**

U.S. Army photo by Jim Haas

# What's Up At the PX and Commissary?

Army Reservists and their families can save 25 percent or more through wise shopping at the commissary and 25 percent by patronizing the PX, officials say.

Merchandise is sold at the commissary for exactly what it costs to buy. A surcharge of five percent is added to each customer's bill at the check out counter; this covers the costs of supplies, equipment, renovation and construction. Commissary workers are federal employees, so their salaries are paid by the government—not the commissary. The Yellow-capped carry-out people receive no pay except for the tips customers give them.

The best buys are staples—canned goods, baking items, toiletries, cleansers, etc. Meat is an unusually good buy *if* you can store large quantities.

Commissaries are saving more each year, according to studies. While soldiers' basic pay (private through colonel) has risen 1,262 percent since 1934, commissary prices during the same period have increased only 474 percent. Commissary prices are now lower than the retail prices at civilian salvage and warehouse stores (house brands and generic foods).

A different opportunity for commissary savings is in store for some Army Reservists. The Pentagon is starting a test in which some Reserve members may use the commissary one day a month—up to 14 visits per year—instead of during their AT (Annual Training) periods. The test is being conducted in parts of California and Texas and in the six New England states.

### THE PX

The PX prices its merchandise the same way as do civilian stores—jewelry, gift and luxury items are given a higher markup, and items of necessity, such as tooth paste, hair spray and disposable diapers are sold at, just above or even below cost.

Because of markups generally lower than those established by civilian stores, the same item will cost less at the PX most of the time. And, the customer doesn't have to pay state or city taxes on PX merchandise.

The Army and Air Force Exchange Service (AAFES) also sells budget-priced clothing which, although less expensive, must pass rigid AAFES quality contract standards to assure customers receive adequate value for their money.

To attract customers, a retail store may occasionally offer a specific item at a price below what the store paid for it. The item may be cheaper than at the PX. But, shopping at the PX will save more money in the long run. And, savings can be increased by taking advantage of weekly and seasonal PX sales.

The regulations for using the PX and other Army and Air Force Exchange Service concessions are changing constantly:

- Army Reserve unit members in the continental U.S. receive one day of unlimited privileges for each Inactive Duty Training period (IDT).
- Dependents of Reservists can use the PX unaccompanied by their sponsors. They need only present the Reservists' Leave and Earnings Statements or letters of authorization and proof of dependency.
- Army Reservists serving on fragmented Annual Training (not Active Duty for Training) for 72 hours or less can use the commissary beginning the last day of their final AT period and continuing on consecutive days—for as many as their combined AT periods. This arrangement must be documented on orders for the final AT
- Reservists on active duty or Active Duty for Training have unlimited use of Army and Air Force Exchange Service-operated facilities; the PX, theaters, service stations, cafeterias, shopettes, laundries, flower shops, beauty shops, optical stores, TV rental and repair shops, etc., even if Reserve members are on duty for one day.
- Any transaction which began while the Reservist was on active duty, Active Duty for Training (ADT) Annual Training (AT) or using a day of unlimited privileges earned while on Inactive Duty Training (IDT) may be completed on a subsequent day without losing an additional day's privileges. For example, Army Reservists may continue to make payments on items in Layaway at the PX or complete the rental period on a television set without it counting against their remaining earned days of unlimited privileges.
- An Army Reservist can purchase required military uniform items and other military equipment at any time from the PX without it counting against his or her earned days.
- Reservists who are not in uniform are admitted to the PX upon presenting their red ID cards and copies of orders or Leave and Earnings Statements or letters of authorization (for Reservists who drill for points and not pay).

# Who are the Non-Unit Reservists?

What makes up the Army Reserve? The public often thinks of the Army Reserve as a bunch of folks who meet on weekends at neighborhood training centers (there *are* more than 3,200 units and 1,000 centers).

But, this isn't the whole picture.

There are groups of **individuals** out there.

The largest of these groups is the Individual Ready Reserve. (IRR). Most of its members have yet to complete their six-year military service obligations. Some 250,000 are assigned to the IRR, or what the Defense Department calls "the most important replacement source of pre-trained manpower for an emergency." During a full mobilization these people would report to posts, camps and installations within a few days.

Unit soldiers aren't the only Reservists who can do some part-time soldiering. So can Individual Ready Reservists. For instance, IRR troops can serve in their specialties with the Active Army, usually for two weeks a year. This is Active Duty for Training (ADT), called counterpart training. IRR soldiers can also train each year with the Army, Department of Defense or other federal agencies as Individual Mobilization Augmentees (IMA). And, they can take advantage of military schooling. **If you're an Individual Ready Reservist, the way to find out more about all of this is to stay in touch with your (enlisted) career adviser or personnel management officer (for commissioned Reservists) in St. Louis. Use the appropriate toll-free phone number included in correspondence you receive from the U.S. Army Reserve Personnel Center (ARPERCEN).** Periodically, you'll find the numbers published in this magazine.

IMA soldiers put in two weeks of Annual Training each year. In the event of mobilization IMA participants will fill specific positions in the agencies with which they train in peacetime. As IRR troops, IMA soldiers are looked after by full-time managers assigned to ARPERCEN.

### "HIP POCKET RETIREES"

Some involuntarily selected Regular Army (RA) retirees and other volunteer retirees (RA; Army of the United States of US; USAR) are issued "hip pocket" mobilization preassignment orders. In an emergency these individuals would report to mobilization stations within seven days after announcement of full mobilization. In addition, these retirees can be recalled to active duty in the interest of national defense, even though a full mobilization hasn't been declared.

Some Army Reserve retirees have received "contingent" mobilization preassignment orders which don't show a reporting date. By law, a reporting date for these individuals would be established after mobilization and announced on radio, TV or through other news media. Follow-up mobilization orders would be issued.

Standby Reservists could be called to active duty in an emergency after being certified as available by Secretary of the Army when requested by the Secretary of Defense. Many Standby Reservists are former IRR members who have been determined to hold government or defense-related jobs so critical that there are needed—in a mobilization—more as civilians than as soldiers. The federal government asks all federal, state and local agencies, and defense-related private firms, to report information about employees whose skills are important to national defense. The reports on those Army Reservists involved are reviewed by ARPERCEN which, if it agrees with employers' assessments, normally transfers the individuals to the Standby Reserve.

Active Guard/Reserve (AGR) soldiers are full-timers who support the Army Reserve in various capacities. There are more than 7,000 of them. Upon mobilization AGRs would stay with the outfits to which they're attached.

Some enlisted Reservists awaiting or receiving Initial Active Duty for Training (IADT) could be deployed overseas in an emergency; others could not—but would be mobilized. The same goes for those involved in officer training (Officer Candidate Schools and the Reserve Officer Training Corps program). Whether an individual would be deployable would depend on the amount of training he or she possessed at the time.

What you see here is just a **sketch.** However, it's important to know that **individuals** play a critical role in the nation's mobilization plans.

U.S. Army photo by Spec. 4 Leonard Waite

# Mobilization: There Are Six Types, Five Phases

Mobilization is the act of expanding the armed forces for war or other emergencies. National resources are assembled, organized and brought to a state of readiness.

The resources include people, units, supplies and materiel (civilian and military).

Units and individuals of the Reserve Components are called up for varying periods.

### HOW DO THINGS START?

The Secretary of Defense, with the advice and recommendation of the service secretaries and the Joint Chiefs of Staff, recommends to the President and the Congress the mobilization authority required to meet a situation—or, in more formal terms, what's needed to support a contingency.

Generally, the size, or magnitude of the emergency governs the level of mobilization.

As authorized by law or congressional resolution and/or when directed by the President, the Secretary of Defense mobilizes all or part of the armed forces.

### PRESIDENTIAL CALL-UP

The President may increase the active forces by calling up units or individuals (such as Individual Mobilization Augmentees) of the Reserve Components to support a mission. By law, the President can activate up to 100,000 Reservists without a declaration of national emergency for a period not to exceed 90 days.

### SELECTIVE MOBILIZATION

For a selective mobilization, the Congress or the President may order expansion of the Active Army by mobilizing Reserve Component units or individuals to deal with a domestic emergency.

Reservists are activated to protect life, federal property or prevent disruption of government activities. A selective mobilization *isn't* related to a contingency plan involving an outside, or external threat to the U.S.

### PARTIAL MOBILIZATION

For a contingency operation or war plan, or upon declaration of a national emergency by the President or Congress, the President may order the augmentation of the active armed forces by mobilizing up to one million Reservists (units or individuals—for instance, Individual Ready Reservists) for up to 24 months.

### FULL MOBILIZATION

Full mobilization requires passage by Congress of a public law or joint resolution declaring war or national emergency.

It involves mobilizing all approved Reserve Component units and the material needed to support those units. This includes some units that are authorized but not manned or funded in peacetime.

# What Mobilization Means to Individual Mobilization Augmentees

In the last issue of the magazine, the ARPERCEN/RCPAC section contained information about what Individual Ready Reservists and others would experience upon mobilization. Mobilization orders and Military Emergency Travel Warrants (METW) were discussed.

What about Individual Mobilization Augmentee (IMA) soldiers?

### ORDERS

IMA troops already **have** orders. The orders say that these individuals are assigned **for mobiliztion purposes** to positions in Army, Department of Defense and other federal agencies.

An IMA participant would be notified of activation by the organization to which he or she is assigned—probably by phone. In most cases, a METW would not be issued.

### FACTS

Let's say you're an IMA soldier. You receive that fateful phone call from your agency.

Could you take your family? What about your household goods? Could you drive to where you had to report?

Your dependents would not be authorized to travel with you, and you could not ship your household goods to your duty station.

You could take your own car—unless the organization to which you're assigned said you couldn't.

### WHAT TO BRING

You would bring all your serviceable uniforms plus a few changes of underwear and toilet articles.

### PHYSICAL AND HARDSHIP PROBLEMS

If you requested a delay in or exemption from active duty, you would do so **before** reporting to your duty station. In the event that you were physically incapacitated to the extent that made reporting impossible, you would have to provide your organization's commander with medical documentation supporting your situation. **The important thing to remember is that a delay or exemption would have to be worked out with that commander . . . not St. Louis.**

### PAPERWORK

You'd report for duty with your orders, of course. You'd also bring some form(s) of personal identification (with your picture, if possible); it's realized that not every IMA participant would have a military ID.

You'd also want to show up with:

- your immunization record
- proof of marriage (certificate)
- Statement from physicians for children over 21 who are incapable of self support
- your children's birth certificates
- court orders governing legal custody (or guardianship), illegitimate children or child support
- recent 1" by 1½" photos for dependent ID cards—signatures of your dependents on the cards could be obtained by mail after you reported for duty

Photocopies of any of these documents would be acceptable. You'd want to make sure that a photocopy of your IMA order remained with your dependents. The order would be the only document **they** could use to reach **you.**

### TOTAL MOBILIZATION

Total mobilization also requires a congressional declaration and entails expanding the armed forces by organizing and activating units beyond the number contained in the "approved force structure."

All of the national resources needed to keep expanded forces in business are marshalled. Included are factories, which gear up for wartime production.

### EMERGENCY MOBILIZATION

This happens when authentic enemy attack information is received over the national warning system or the Emergency Broadcasting System. Unit commanders contact their higher headquarters and activate their outfits at home station.

In the event of a nuclear attack, commanders order the units to active duty, again at home station. Steps are taken to protect unit members and property. Preparation is made to undertake either units' organizational missions or efforts in support of civil authorities. Commanders continue attempts to establish contact with higher headquarters.

### FIVE PHASES: WHAT UNITS FACE

Phase 1—Preparatory

Alert, loading and movement plans are established, as are checklists and mobilization plans at all levels of command. You're planning, training, getting ready and taking steps to reduce administrative burdens when the time comes.

Phase 2—Alert

Units are notified that they will be mobilized. They execute their alert plans. Some members are called to active duty to help get things ready.

Phase 3—Mobilization at Home Station

All members report for duty. Units prepare equipment for movement and begin administrative processing.

Phase 4—Movement to Mobilization Station

Units leave their home stations and report to installations. There they continue administrative processing, prepare to deploy or take on assigned (post) missions.

Phase 5—Operational Readiness Improvement

Training plans are carried out, and units are evaluated to determine how ready they are to go to war. Additional training is performed if required.

Equipment and personnel shortages are filled, administrative processing continues and deploying units are certified as "ready."

### DEPLOYMENT

Units move to points of departure (ports, airfields) for overseas deployment.

# Reserve Vets Fight Fowl Disease

Photo courtesy Delmarva Poultry Industry, Inc.

**Thousands of chickens on the East Coast, such as those found in this modern broiler house, have been hit with avian influenza.**

**By Jim Haas**

In April 1983, poultry farmers near York, Pa., found their birds becoming sick and dying in large numbers. By early fall the U.S. Department of Agriculture, the government agency responsible for controlling animal diseases, was called in.

One of the first veterinary experts on the scene in October was Dr. Jerry Fichtner, Avian Influenza Task Director.

He said, "At the time we had highly pathogenic avian influenza. We had no money, no personnel, no facilities and not much time. Washington had contacted the military right away because we knew the situation was going to be such that we had to have immediate response."

## VETS

"We asked for a dozen military veterinarians, and military support to equip this office—we didn't have a stick of furniture. We asked for radios because it was obvious that we were going to depopulate (the flocks) down on the farms, and that we were going to haul all of the chickens to a sanitary landfill. Well, the vehicles, the technical expertise, the drivers, the furniture, the radios, all showed up in short time, in fact, we were overwhelmed with the equipmment."

Active Army vets from installations all over the country arrived on temporary duty, and planners in the Surgeon General's Office quickly realized that their resources were being stretched thin. They then turned to the Army Reserve.

## "REAL WORLD"

Said Brig. Gen. Frank A. Ramsey, Chief of the Army Veterinary Corps, "We had a tremendous resource in our Army Reserve veterinarians. This was our chance to not only give some of our veterinarians exceptionally valuable training that they could put to use anywhere in the world, but to give them a chance to work with their Active Army counterparts in a real world mission."

The disease, which last appeared in the United States in 1923, spread

**Lt. Col Ronald Davis, left, an Army Reserve veterinarian, instructs Maj. John Skeels, USAR, and Brian Morris, a USDA employee, on the use of an air sampling chamber at the USDA Avian Influenza Task Force Headquarters, Lancaster, Pa.**

U.S. Army photo by Jim Haas

rapidly throughout eastern Pennsylvania, concentrating in the Lancaster area. Federal authorities placed nine counties under strict quarantine, and began to attack the outbreak on several fronts. The first requirement was to eliminate those flocks found to be infected with the highly pathogenic, or "high-path" strain. By the end of January 1984, nearly 10 million birds, to include several thousand turkeys, and a few ducks, geese and guinea fowl, had been "depopulated."

The second immediate requirement was to find out exactly how the disease was being transmitted, and what other damage it might be causing. Medical experts stressed that the disease is harmless to humans.

**R & D**

Dr. Fichtner emphasized the value of military vets in the research and development aspects of controlling the disease. He noted that although there were many theories about how the disease is spread, and why it broke out in this area, hard evidence is lacking.

"We think that the disease has been here for a long time," he said, "and for whatever reason, it suddenly became active at the 'high-path,' or most contagious and deadly form." Among the many theories on the disease's transmission, water, air, soil and humans or other animals or wild birds being carriers are under suspicion.

"I have a dozen or more epidemiological projects under way right now to get the answers, and Army vets are participating in all of them," Fichtner said

He lauded the military members of the task force for their actions in the crisis. He was especially grateful for the unique characteristics the military vets brought with them. The first of these was discipline.

Said Fichtner, "It was an inspiration to our civilian veterinarians who are about in the same age group of young people, but are not used to the same kind of discipline that is necessary in an emergency situation, which the military people already have."

**POSITIVE IMAGE**

He also praised the professional manner in which the military personnel conducted themselves in a difficult situation. "In a community in which some people do not like government and they have less like for the military—the Amish and Mennonite folks—your people have been on those farms, and they have been warmly received, and we have gotten a lot of positive feedback from these folks," he said.

When use of Army Reserve vets was first being considered, it was expected that they would mainly fill in for Active Army vets at their home stations. but, staffers in the Veterinary Corps Chief's office quickly realized that many Army Reserve vets are highly experienced and had the specialized skills needed to fight such an epidemic. And, they have been involved in all aspects of the program.

Twelve Army Reserve vets responded to the call for help, and worked through some of the coldest weather the area has ever experienced.

Said Lt. Col. Donald Davis, of San Diego, Calif., a small animal practitioner, as he was instructing military and civilian specialists in the use of an air sampling chamber, "We have lots of ideas about the cause of the diseases, and we have some indications on what's not causing it, but we have no hard, clinical evidence. That's what we have to get."

**CIVILIAN EXPERTISE**

Several Reservists whose civilian employment is with U.S. government agencies took leave to work in their Reserve capacity. Maj. Dario Cappuci, of Chevy Chase, Md., is employed by the Food and Drug Admiistration; Maj. Robert Land, of Clinton, Md., is a USDA meat inspector; Col. John Cook, of Fairfax, Va., is a USDA poultry inspector, and has an uncommon interest in containing the disease's outbreak; and Col. John Sawyer, of Davis, Calif., is with the Agency for International Development.

Gen. Ramsey also noted that several Reserve vets have specialized training and experience which they are bringing to this agreement. Maj. John Skeels, of Fayetteville, Ark., is a virologist for the state of Arkansas; and Lt. Col. Morrissey, of Pine Bluff, Ark., is a pathologist in an industrial toxicology laboratory.

Others include Maj. Alexander Nagy, of San Diego, Calif., who is also a medical doctor serving a residency in New York state; Capt. Eric Gonder, of Cary, N.C., working on his PhD in poultry pathology; Capt. Michael Terry, of Grantville, Kans., a small animal clinician who will soon start serving on active duty with the Army; and 1st Lt. Jay Randall of Vernon Hills, Ill. and Col. Thomas Nytch, of Vestal, N.Y., both of whom have small animal practices.

Commenting on the success of including Army Reserve vets in contingency planning for such emergencies as the avian influenza epidemic, Gen. Ramsey said, Never again will the use of Army Reserve veterinarians be an afterthought. They are now totally integrated in all our planning."

# Job Hassles?

## POLICY

Civilian Employment

# Avoid Conflicts with the FACTS

Want to avoid hassles with your civilian boss over job rights and the time you take off for Reserve training duty?

With a few facts under your belt, you can. Here are a few points you should know from the Labor Department:

What are the basic eligibility criteria that allow you to keep your civilian job after you've trained?

- You must leave an "other than temporary position" (that's the wording in Title 38, U.S. Code) to perform the training.
- You must satisfactorily perform the military training (honorable service).

What about Initial Active Duty for Training (IADT)?

- In addition to the basic criteria just stated, you must receive your orders *before* leaving your civilian position.
- You must report back to work within 31 days after release from military training.
- You must notify your civilian employer, in advance, of *when* you will be away for IADT.
- You should try to be reasonable in balancing your schedule so that military commitments and civilian employment obligations are both satisfied.

**DRILLS**

What about Active Duty for Training (ADT) and Inactive Duty Training (IDT)? The law says this includes attendance at service schools for special courses of instruction, additional voluntary training to facilitate promotion, penalty duty, weekend drills and similar types of training. Annual Training (AT) is also in this category.

- In addition to the basic criteria, you must *request* leave of absence from your civilian employer if the military duty conflicts with your regularly scheduled working hours, overtime or job shift. Note that your employer must grant you leave; by law, the leave cannot be charged to vacation.
- You should have your orders *before* you leave for Army Reserve duty.
- You should report back to work immediately following the training.
- Try to give your civilian boss as much advance notice as possible so that he can schedule work to minimize a disruption to business.
- As with IADT, try to be reasonable in the frequency and duration of your leave requests.
- Remember that if you do not report back to work on time you *will* be subject to the employer's disciplinary rules for tardiness and unauthorized absence.
- Some court cases have been decided in favor of the *employer* when the court believed that a Reservist had been unreasonable or abusive in the use of leave.

What about training periods of more than 90 days?

- The Department of Labor briefly held to a policy that Reservists lost all right to claim reinstatement to their permanent jobs if they took more than 90 days of training (in excess of regular drills, AT and ADT) in any three-year period. After an unfavorable review by Congress, the policy was dropped. So, Reservists are not limited in the frequency and duration of training for which they may claim reemployment eligibility.
- However, it's important to request the leave, present the orders before leave starts and report back to work immediately following the training.

Questions? Try the National Committee for Employer Support, 1735 North Lynn Street, Suite #206, Arlington, Va. 22209. Or, use the Employer Support toll-free hotline, 1-800-336-4590.

CALL ON US

ESGR

NATIONAL COMMITTEE FOR EMPLOYER SUPPORT OF THE GUARD & RESERVE

Suite 206
1735 North Lynn Street
Arlington, VA 22209

(800) 336-4590
(Autovon) 226-5307
(202) 696-5307

Grenadians warmly receive American and Caribbean troops.

Department of Defense photo

# Grenada: Army Reserve Goes Into Action

by Maj. Art House

It's stuck way in the back of your mind. Someday, "the" phone call might come . . . the call from the Reserve center . . . a real-world military emergency . . . the call to active duty.

But, the call doesn't come.

You go to drills for months and months.

The call doesn't come.

You pull up stakes and head for AT each year.

The call doesn't come.

You roll into the Reserve center for evening admin sessions and unpaid meeting times and special projects.

The call doesn't come. For years and years and years.

And, then, one evening, the phone rings. . .

For a number of Philadelphia-area Reservists, "the" call came late in October and early November, as the Army sought Reserve volunteers to help the people of the Carribbean island nation of Grenada get their lives back to normal. Accepting the call for short tours of active duty were about 30 members of Army Reserve civil affairs units of the 358th Civil Affairs Brigade, Norristown, Pa., and a member of the Individual Ready Reserve. Some served stateside, working at a senior operational headquarters, but most went to Grenada.

## POLITICAL UPHEAVAL

The military operation in which the United States joined several Caribbean countries in rescuing American students and putting a stop to a bloody political upheaval in Grenada was termed "Urgent Fury." The name was also a fitting description of the Reserve involvement, according to one member of the first group of Reserve volunteers to see duty there.

"We responded urgently and furiously," said Lt. Col. Bill O'Brien, who spent three weeks in Grenada. O'Brien, an administrator at Princeton University in civilian life, coordinated humanitarian efforts by Active Army and Reserve civil affairs specialists to restore essential public facilities and utilities on the island.

According to Lt. Col. Paul Miehe, a full-time operations officer at the 79th Army Reserve Command-the 358th's parent command-Reserve volunteers in Grenada were configured into two 3-person functional civil affairs teams. One team dealt with public facilities and utilities problems, while the other concentrated on public welfare projects. Other Reservists augmented an operations center on the island.

## ADVANCE MAN

Maj. Tony Lawton, also on full-time duty with the 79th, preceded the Reserve volunteers to Grenada. Lawton made an early, crucial visit to assess the need for Reserve volunteers (see the accompanying story). They soon followed.

The Reservists worked closely with the soldiers of the Active Army's 96th Civil Affairs Battalion—the only such unit in the Active Army. **(All of the Army's 36 other civil affairs units are in the Army Reserve.)** They also worked closely with representatives of the U.S. Agency for International Development (USAID) to distribute food, purify water, restore utilities, assure proper sewage disposal, make road repairs, resolve public health problems and assemble school equipment.

## WHY RESERVISTS WENT

Army Reservists went to Grenada because of the civil affairs skills and experience. The 358th Civil Affairs Brigade was chosen, specifically, because of its training relationship with the headquarters, Commander-In-Chief, Atlantic (CINCLANT), which has operational command of all the forces in "Urgent Fury." The relationship, under the Army's CAPSTONE program, linked the 358th to CINCLANT long before the Grenadian operation. Because the 358th established close CAPSTONE ties with CINCLANT—and had sent members to take part in CINCLANT exercises—the active command knew what individual skills the members of the brigade had to offer. (Capstone links are not unique to the 358th. Active Army, Army Reserve and Army National Guard units have training ties, under CAPSTONE. CAPSTONE training reflects the organiza-

Having arrived on the island, 1st Sgt. James Bilella, Lt Col. Ernest Darpino and Sgt 1st Class Donald Battaglia make plans. All are members of the 358th Civil Affairs Brigade, Norristown, Pa. Photo courtesy Reserve Officers Association

Grenada is a tiny place, about ten miles wide.

tional structure and command relationships that would exist upon mobilization. But, "Urgent Fury" was the first instance of a peacetime CAPSTONE link spurring Reserve involvement in an actual military operation.)

#### IN COUNTRY

Lt. Col. Bill O'Brien headed the first group of volunteers from the 358th to arrive in Grenada. ("I didn't believe I was going until the plane took off.") O'Brien recalls that the arrival was an early one; the C-141B touched down at Grenada's Point Salines airport about 3 a.m. on November 9.

"We went right to work, without sleep," O'Brien reported, because the military civil affairs people on the island needed help—right away. "There was a hell of a lot to do, and we wanted to set the tone that the Reserve was there to work, not to sleep."

The first group of Reservists in country brought with them a variety of civilian skills, many of which would be tested during the operation. O'Brien is an educational administrator. Maj. Frank Vecchiarello is an airline pilot. Maj. David Henderson is a senior official of the Philadelphia city government. Sgt. 1st Class Gordon Funk is vice president of a water treatment company; Sgt. 1st Class Raymond G. "Buddy" Webb ("... only the IRS calls me Raymond ...") is a supervisory iron worker.

The Reserve teams forged a quick rapport with the USAID people. Ted Morse, head of the AID mission, later credited the Reservists as having helped make the work on the island "the smoothest civilian-military interface I've experienced in 23 years." O'Brien credits the good relationship to the fact that the Reservists were a small team of carefully selected professional consultants who provided expertise not available on the island.

"You don't have to flood the joint with a lot of people," he said, "you look for specific people with specific skills."

The lone Individual Ready Reserve member sent to Grenada, Maj. Paul Decker, is a case in point. Decker is Vice President for Tourism for the city of Philadelphia, and tourism will be a key element in a resurgent Grenadian economy. Grenada is, in the words of one of the Reservists who served there, "one of the most beautiful and majestic paradises on earth."

In addition to providing tourism recommendations, Decker was involved in helping the island's business leaders fashion a chamber of commerce.

Sgt. 1st Class Webb was another example of the right person in the right place. His experience as an ironworker was used in assessing structural damage done to the island's mental hospital. Other Reservists also gave their attention to the health care facility in helping to restore water and electricity.

#### "THANK GOD YOU'RE HERE!"

Maj. Mike Radbill in civilian life is an engineer at the well-known nuclear power plant at Three Mile Island, Pa. ("... talk about being sent from the frying pan to the fire ..."). He noted that the Grenadian people seemed genuinely grateful for the American presence, and for the rehabilitation efforts.

"We were looked on as friends and, frankly, liberators," said Radbill, who termed the Grenadian people "beautiful, hard-working and friendly." He recounted stories of Reservists being given food by the native civilians, of being welcomed in small homes and businesses wherever they went.

In Washington, the utilization of Reservists in Grenada was a special source of pride. A spokesman for the Office of the Chief, Army Reserve, stated that the USAR involvement in "Urgent Fury" is an eloquent statement of the vitality, readiness and expert resources that exist in the Army Reserve.

"This is exactly what we're here for," the spokesman noted.

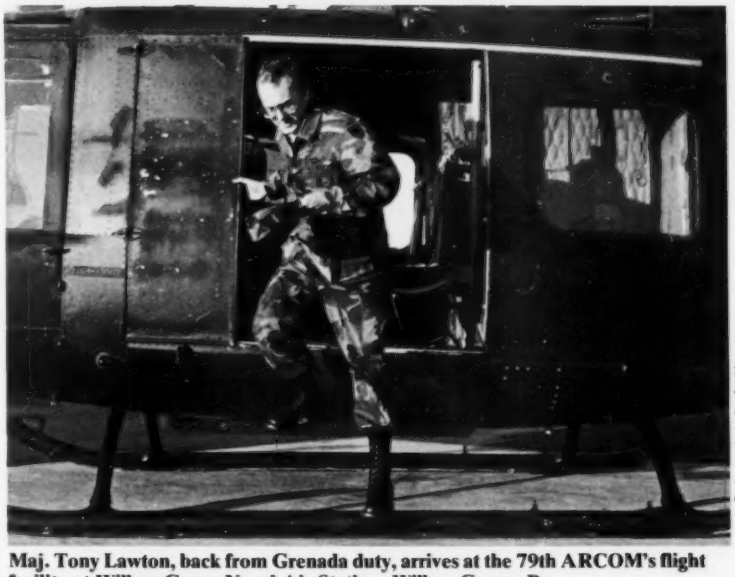
# Full-Timer Spearheads USAR Role

Among the many key players in the Army Reserve's participation in Operation "Urgent Fury" was a full-time Reservist, Maj. Tony Lawton of the 79th U.S. Army Reserve Command staff. During the final hours of hostility there, Lawton was sent to Grenada to assess the needs that USAR civil affairs personnel might satisfy.

Maj. Lawton is a "green card" (active duty) Reservist—on "Active Guard/Reserve" status—and he proved to be an important link in the chain that eventually brought Reserve volunteers to the island.

As the fighting wound down, there was no one in Grenada with a special feel for what the USAR had to offer—with good reason. It takes a formal mobilization to commit Army Reserve "red card" members to a hostile fire area. The need for civil affairs skills was critical on the island, and officials of the headquarters of Commander-in-Chief, Atlantic (CINCLANT), wanted first-hand, on-site assessment. They needed to determine if Army Reservists might help satisfy that need.

Major Lawton was the perfect choice. He was on active duty, and had the necessary links to the Reserve civil affairs units being considered as sources of volunteers. He was soon dispatched by CINCLANT on board a Grenada-bound C-141B Starlifter.



U.S. Army photo by Art House

**Maj. Tony Lawton, back from Grenada duty, arrives at the 79th ARCOM's flight facility at Willow Grove Naval Air Station, Willow Grove, Pa.**

Quartered in the Grenada Beach Hotel ("... first time I've been sent into a hostile fire zone and put up a motel ..."), Lawton visited a number of sites where rehabilitation efforts were needed or were already underway.

Maj. Lawton stayed "in country" for just a couple of days, long enough to "hear some firing up in the hills at night," but was soon on his way back to the U.S. Thanks in part to his report, USAR volunteers were on their way to Grenada just three days later. By that time, hostilities had officially ceased.

Mrs. Lawt

# What Spouses Thought

What did the spouses of Reservists think about their partners serving in Grenada?

One was "shocked."

Another—kept in the dark because security considerations prevented the members from telling anyone where they were going—appealed to her husband's unit's higher headquarters for information that the staff could not disclose.

Another had nothing but good things to say.

Mrs. Barbara Lawton, wife of Maj. Tony Lawton of the 79th ARCOM staff, summed up her feelings this way:

"My husband is a dedicated person who believes in the country and everything it stands for. I'm proud of him. What he did was necessary.

"Of course it's scary, but it's also scary to think about the world our children (the couple are the parents of five) would grow up in if the military wasn't ready to do its job.

"They make the world a better place, and we wouldn't have the world we do today if it weren't for people like Tony."

U.S. Army photo by Spec. 4 Ray Hegwood

Grenadians are not the first civilian population to suffer the consequences of military action.

# Humanity, Mission, Law — Why Civil Affairs Does What

If and when U.S. servicemen had to engage in combat in another country—they'd come in contact with that country's civilians. And governments. And the folks keeping civil order, generating electricity, maintaining roads, operating telephone exchanges and running hospitals.

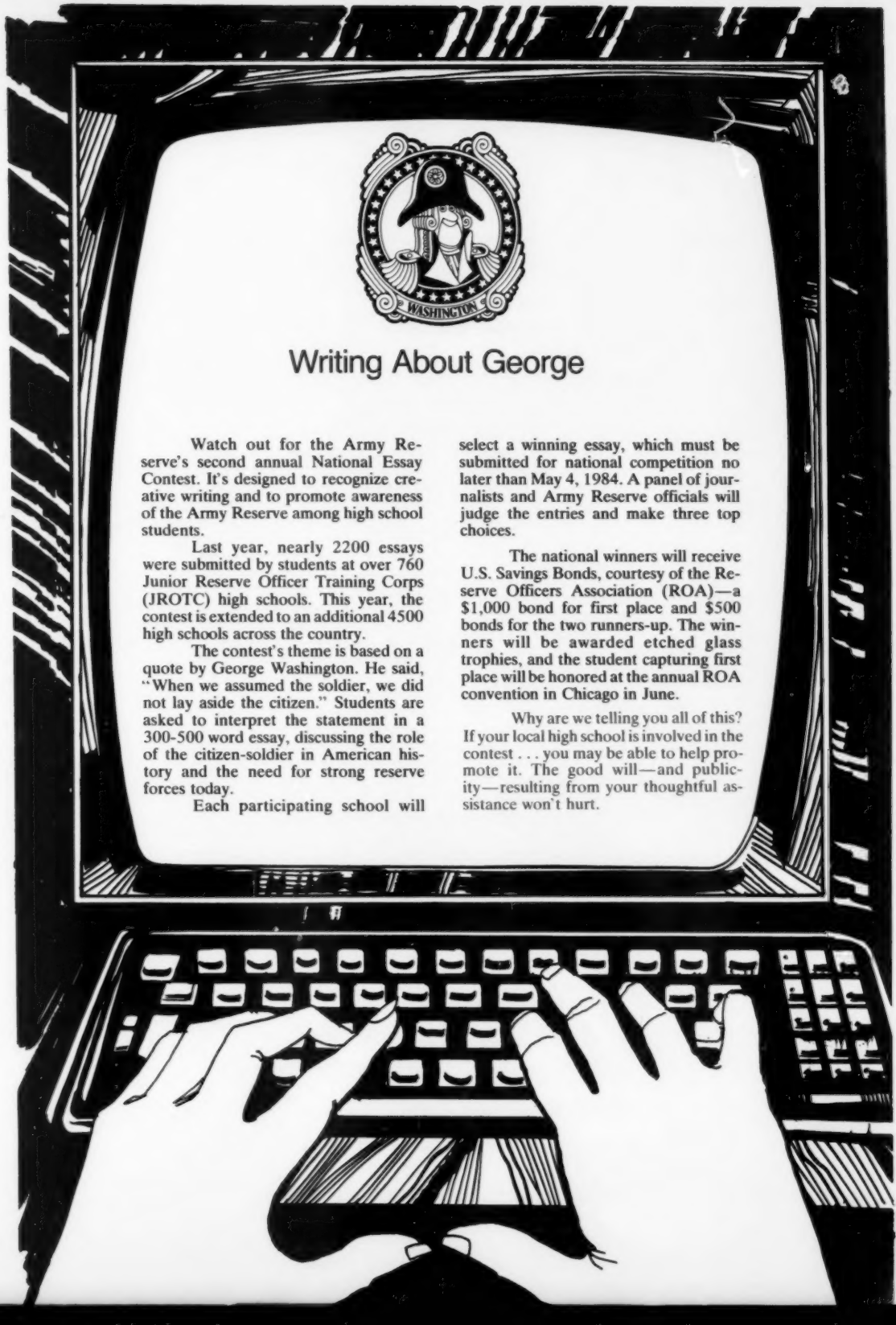
That's a big reason why we have to have civil affairs units—and specialists. Without someone to work with local authorities what U.S. forces would have to accomplish—the military mission—would become complicated. For instance, in World War II masses of refugees in Europe threatened to get in the way of military operations. Army civil affairs (then called military government) staffs worked with local authorities to control the flow of people, reduce the confusion and assist the refugees.

## LAWS

Another reason for civil affairs soldiers is that U.S. commanders would have to meet legal and humanitarian obligations to local populations. So, there have to be people who know the applicable international agreements and laws, U. S. laws and directives. The people who assist commanders in their responsibilities are civil affairs types.

## TALENT

Whatever the circumstances the civil affairs establishment could face, one fact is undeniable (and Grenada is proof): Active Army civil affairs units just don't have enough people with the variety and depth of experience it takes to conduct large-scale, long-term operations. All but one of the Army's civil affairs units are in the Army Reserve; there are *many* specialists assigned to these USAR outfits who possess extensive backgrounds in civil government, business, finance and other skills—skills the Army requires.




# Writing About George

Watch out for the Army Reserve's second annual National Essay Contest. It's designed to recognize creative writing and to promote awareness of the Army Reserve among high school students.

Last year, nearly 2200 essays were submitted by students at over 760 Junior Reserve Officer Training Corps (JROTC) high schools. This year, the contest is extended to an additional 4500 high schools across the country.

The contest's theme is based on a quote by George Washington. He said, "When we assumed the soldier, we did not lay aside the citizen." Students are asked to interpret the statement in a 300-500 word essay, discussing the role of the citizen-soldier in American history and the need for strong reserve forces today.

Each participating school will select a winning essay, which must be submitted for national competition no later than May 4, 1984. A panel of journalists and Army Reserve officials will judge the entries and make three top choices.

The national winners will receive U.S. Savings Bonds, courtesy of the Reserve Officers Association (ROA)—a $1,000 bond for first place and $500 bonds for the two runners-up. The winners will be awarded etched glass trophies, and the student capturing first place will be honored at the annual ROA convention in Chicago in June.

Why are we telling you all of this? If your local high school is involved in the contest . . . you may be able to help promote it. The good will—and publicity—resulting from your thoughtful assistance won't hurt.

# CAPSTONE — Peacetime Partnership Pays Off

By Elizabeth Tabb, FORSCOM Public Affairs

In a war when would your unit be mobilized? Where? What would it—and you—be doing? With what other units would yours be serving?

The answers to these questions can be found in the Army's CAPSTONE program.

CAPSTONE is probably changing or will change your Reserve training. It's been around, officially, since 1979. But, as all programs, it's had bugs and has taken time to be fully implemented. Here's a look at the status of CAPSTONE, its purpose, what it's done for one Army Reserve unit and some of the problems that still need to be ironed out.

## WHAT CAPSTONE DOES

The Army started two programs in 1975 to achieve more effective organization and training. These were the Support Unit Improvement Program (SUIP) and the Wartime Missions/Utilization Program (WARMUP); the two served essentially the same purpose. Eventually, the Army combined them into what is now known as CAPSTONE.

What does CAPSTONE do? First, it gives every Active Army, Army Reserve and Army National Guard unit a wartime chain of command. Each is assigned to another outfit to which it would report in an emergency. And, each unit is made aware of its wartime boss's bosses. In short, all the wartime players know each other.

The man at the top of the chain, the overall gaining wartime commander, knows right now what units he'd be getting in a conflict. So, he can plan who would do what. Once the wartime missions are established, they're passed down the wartime chain. Every unit knows what its job would be, and can tailor its training accordingly. This means that the Army's units' peacetime preparation is more focused and effective. If mobilization occurred, it would be smoother and quicker because of the CAPSTONE arrangement.

## COMMUNICATION

CAPSTONE has had an enormous influence in improving communication among Active, Army Reserve and Army National Guard organizations. John Scott, Plans Officer at the U.S. Army Forces Command says that, "For the first time in the history of the Army all the components are planning together and training together in peacetime with the units they'd be fighting alongside in wartime."

For some Army Reserve units, training with wartime partners means going overseas. All units that are scheduled to deploy within the first 60 days of a conflict—high priority outfits—are slated to go abroad at least once every five years to work and train with their wartime command.

"For the first time many of our Reserve soldiers will have actually walked on the ground that they will fight on and met with the people they will fight with-before the first day of battle," says Scott. Soldiers and units learn to work together as teams; that's what CAPSTONE is all about.

## MORE EQUIPMENT

For the Reserve Component, CAPSTONE has meant an increase in status, materials and money. Some Army Reserve units have received sophisticated combat support and combat service support equipment that they might not otherwise have gotten. Other units are involved in joint overseas exercises such as BRIGHT STAR and REFORGER; overseas training opportunities were rare only a short time ago.

According to Scott, "Never before in the Army's history have we expected reserve forces to be as ready as they have to be now. In World Wars I and II, we sent the Active Army to combat . . . and had time to train and deploy

**For many Reserve units, CAPSTONE means training overseas with their Active Army partners. Here, troops from the States are welcomed for a recent REFORGER (REturn of FORces to GERmany) exercise at Rhein Main Air Base in West Germany.**

U.S. Air Force photo

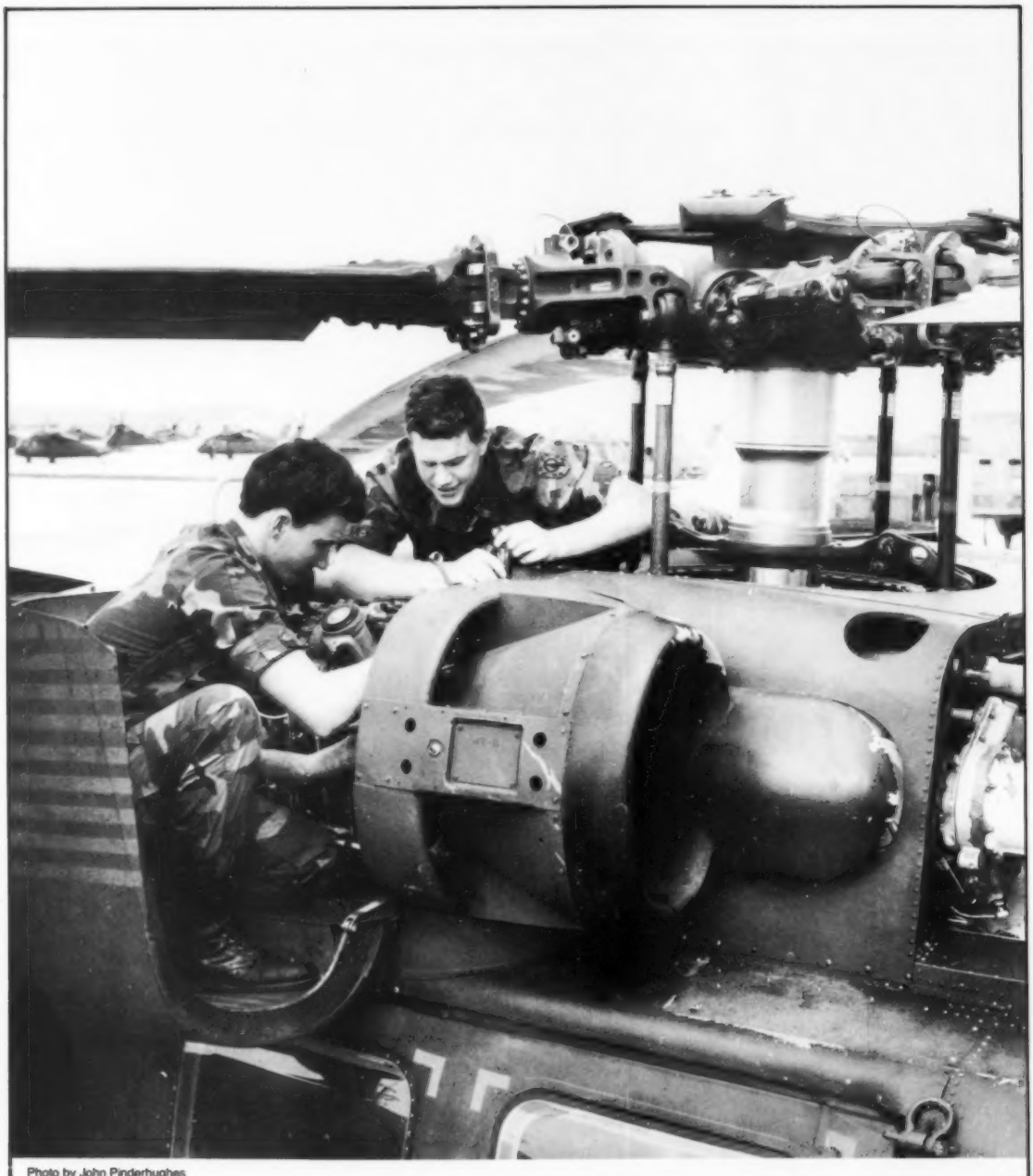


Photo by John Pinderhughes

**CAPSTONE has meant an increase in status and materials for the USAR. Members of the 367th Transportation Company, Fort Rucker, Ala. (USAR) update their maintenance skills on the Army's newest general purpose helicopter, the Blackhawk.**

**Under CAPSTONE, every unit has a wartime command chain. This focuses peacetime mobilization preparation. Here a member of the USAR's 677th Supply Company, Camden, N.J., inventories repair parts at Tobyhanna Depot, Pa. This hands-on training isn't glamorous — but it's important.**

Photo by John Pinderhughes

the reserve forces. In the next war, we won't have the time." The Army Reserve and Army National Guard will have to deploy with the Active Army in order to sustain the fighting.

CAPSTONE is more than just one of those Army efforts people *hear* about; units and individuals are directly affected.

An example is the 361st Civil Affairs Brigade located in Pensacola, Fla. It's been working with its higher wartime command, SOUTHCOM, headquartered in Panama, for about two years. For the 361st's commander, Col. James D. McCargo, CAPSTONE means that he and his unit have a definite, real mission, instead of "doctrinal" mission. It means increased interest in the job, higher morale and better retention.

"Before CAPSTONE," notes McCargo, "we worked with Active Army units and they didn't know what we did and didn't care if we were there or not. Since CAPSTONE started this attitude has changed. CAPSTONE has given us the opportunity to do the things we should have done all along . . . without the program, we'd be doing the same old thing we'd been doing for 30 years . . . fighting a paperwork war."

Part of the 361st's mission concerns doing area studies of a country to which the Army might deploy. Area studies involved finding out everything about a country, from its road and water systems to its public health facilities. Before CAPSTONE, the 361st was told to study Greece. This meant trips to the library. During Annual Training the unit prepared community disaster plans. Training had a distant, "someday" quality.

But, under CAPSTONE, the 361st knows that it would go to Panama and Central America if the unit was mobilized. And, unit members have *trained* in Panama. They've seen the country, met the people and become familiar with that nation's problems. What the 361st does on weekends is specifically *designed* for duty in Central America.

Unit members realize that CAPSTONE is a good thing. Says 1st Sgt. Harold D. Williams, "It's the first time in my 20 years of service that I see how important the Army Reserve can be. It's the first time we've had a real mission and the attitudes around here have changed for the better."

Unit members put in their own time to do extra work. They even come out to the unit during the week for Spanish classes. Why not? If the unit was mobilized knowledge of Spanish would be invaluable.

**PROBLEMS**

CAPSTONE is not without its problems. "One of the problems has been just keeping up with all of the changes and another is getting the funds to get down to Panama to train," says McCargo. "We've also had to change our training to concentrate on the mission that SOUTHCOM has given us. In the beginning there was confusion and some conflict between our peacetime chain of command and our wartime chain, but that's being worked out."

Scott says that the U.S. Army Forces Command recognizes the problems and that steps are being taken to correct them. "CAPSTONE's been funded and there should be no major money problems that keep units from accomplishing their CAPSTONE missions. We're trying to slow down the amount of change. And, for units with more than one mission, we've given them a priority of what to train and plan for *first*."

Despite CAPSTONE's imperfections, it provides soldiers with a purpose for being in uniform. Maj. Ray Blake puts it this way: "People like to feel important. They like to feel that what they're doing means something. Before CAPSTONE I felt as if I were just digging a hole one month and filling it up the next. Now when I dig a hole, I know it's going to be used for something."

Our special thanks go to Liz Tabb for her fine effort.

U.S. Navy photo by Don Savage

**Two "terrorists" are captured by a member of the 449th Military Police Company, Jacksonville, Fla. The "terrorists" are Marines, their capture part of a joint exercise on an uninhabited island in the St. Johns River.**

# How to Catch a Marine

**from a U.S. Navy Release by Don Savage and Norm Going**

You could feel the excitement among the 50 combat-ready members of the Army Reserve's 449th Military Police Company (Jacksonville) as they waited for a helicopter ride to nearby Quarantine Island.

Their mission on this cool fall morning was to "search and destroy" a small group of "terrorists" who had captured the island and were threatening shipping and terminal operations near Mayport Naval Station.

The Army's assault plan called for part of the unit to land on the east end of the island. Later, it would trap the enemy between itself and another part of the 449th, which was to land on the west end in an amphibious assault.

## PURPOSE

The invasion and counterinvasion were the heart of JAXEXONE-83, a weekend exercise involving more than 700 active duty and Reserve members of the Army, Navy, Marine Corps and Coast Guard. Florida National Guardsmen also took part.

When the "fighting" was over, everyone who participated had an idea of what he might face in wartime.

## THE BAD GUYS

During the exercise, an irregular military force, played by 30 active duty Marines from Cecil Field Naval Air Station Marine Barracks, were positioned on the island to oppose the 449th's invasion.

"Our battle plan is to divide the island in half with squads at each end," said Marine Capt. Dean Hardy, commander of the terrorists. The Army will eventually push our backs into the center." Hardy's analysis was flawless.

Two helicopter lifts (three choppers each, eight people per aircraft) carried the first part of the assault force to its destination. The 10-minute rides aboard UH-1 Hueys, originating from the Jacksonville Naval Air Station, were provided by the Florida National Guard's Company C, 26th Aviation Battalion.

The air assault brought back memories of Vietnam for some members of the 449th. During the flight, they told stories of similar operations in Southeast Asia, shouting to be heard over the roar of engines.

As soon as the aircraft landed, the troops ran for cover and smack into a "fire fight" with the Marines; the opposition was quickly overcome.

"We came in here and took five 'casualties,' " said Capt. Thompson, the 449th's commander.

The simulated injury cases were evacuated to the Jacksonville Naval Air Station, and from there were transported to the medical dispensary for "treatment."

"Fortunately, the worst real injury of the day was a bruised hand, caused when a soldier fired a flare," said Cmdr. W.J. Lynch of the 4th Field Service Support Group. "In the event of mobilization this unit would combine with four others to form a battalion aid station," he explained.

As the troops on the east end of the island secured the landing area, the other part of the 449th came ashore on the west from light amphibious resupply craft, known as LARCs, provided by the Army Reserve's 292 Transportation Group from Palatka, Fla.

Not long after the air assault group moved inland, the Marine's base camp was found in a small clearing. The place was loaded with backpacks, ammunition boxes and foot lockers. And, two of the "enemy" were already captured by Sgt. Ed Wiggins and the 449th's lead element.

"We just walked up on them," Sgt. Wiggins recalled. "I don't think they knew we were there. We said, 'hold it,' and they just put their hands up and surrendered."

"We pretty much took the heart out of the enemy when we captured their supplies," Capt, Thompson said. Without food, water and equipment they couldn't hold out for long.

However, the enemy, dispersed throughout the island, still posed a threat. Capt. Thompson and his soldiers continued their march, sweeping to the north.

Gunfire erupted near the head of the patrol. Everyone fanned out, running toward the sound of the fighting. There was a simulated grenade explosion. But, there were no "casualties." Minutes later, two more terrorists were captured, handcuffed and marched to the beach. There an Army landing craft had come ashore to link up with Thompson's patrol.

By mid afternoon, the 449th had completed its sweep of the island. A preliminary count by Capt. Thompson put the number of "prisoners of war" at eight.

**Capt. Charles Thompson, the 449th's commander, stays in touch with the "search and destroy" elements of his assault force. His unit swept Quarantine Island in Florida during JAXEXONE-83.**

U.S. Navy photo by John Fleming

Feeling good about their performance, the 449th's members took a break, opened C-rations and discussed the operation.

"The Marines may have underestimated us," said Thompson. "I think they were surprised by our effectiveness—we train only on weekends."

Lieutenant Ken Johnson, the officer who led the unit's amphibious force, commented that the role of Army military police units is changing. "It (military police) is now more of a combat force," he explained. "It's more than just giving out parking tickets."

Admittedly upset by the capture of their base camp, the Marines were still pleased by the way the exercise was handled.

"This beats the heck out of barracks duty," said Marine Staff Sgt. P.J. Trower, platoon sergeant. "Sure there were some glitches, like coming back (to base camp) and finding our gear missing, but, this is valuable training."

U.S. Navy photo by Nancy Sprague

**The Navy Reserve's Mobile Inshore Undersea Warfare Unit 1008 set up a command control and radar/sonar surveillance center on the shore opposite Quarantine Island during the joint exercise.**

**Below, simulated injury cases are evacuated during JAXEXONE-83. Hospital Corpsmen Warren French, left, Sam Young, center, and Michael Harris, right, carry an Army Reserve "casualty" to a waiting ambulance. French is a Naval Reservist. Young and Harris are active duty Navy personnel.**

U.S. Navy photo by John Fleming

**A convoy of Army Reservists from the 321st Engineer Battalion (Boise, Idaho) suffer a simulated strafing by an Idaho Air National Guard Phantom jet during a recent training exercise at Gowan Field, Idaho.**

U.S. Army photo by Steven Lekov

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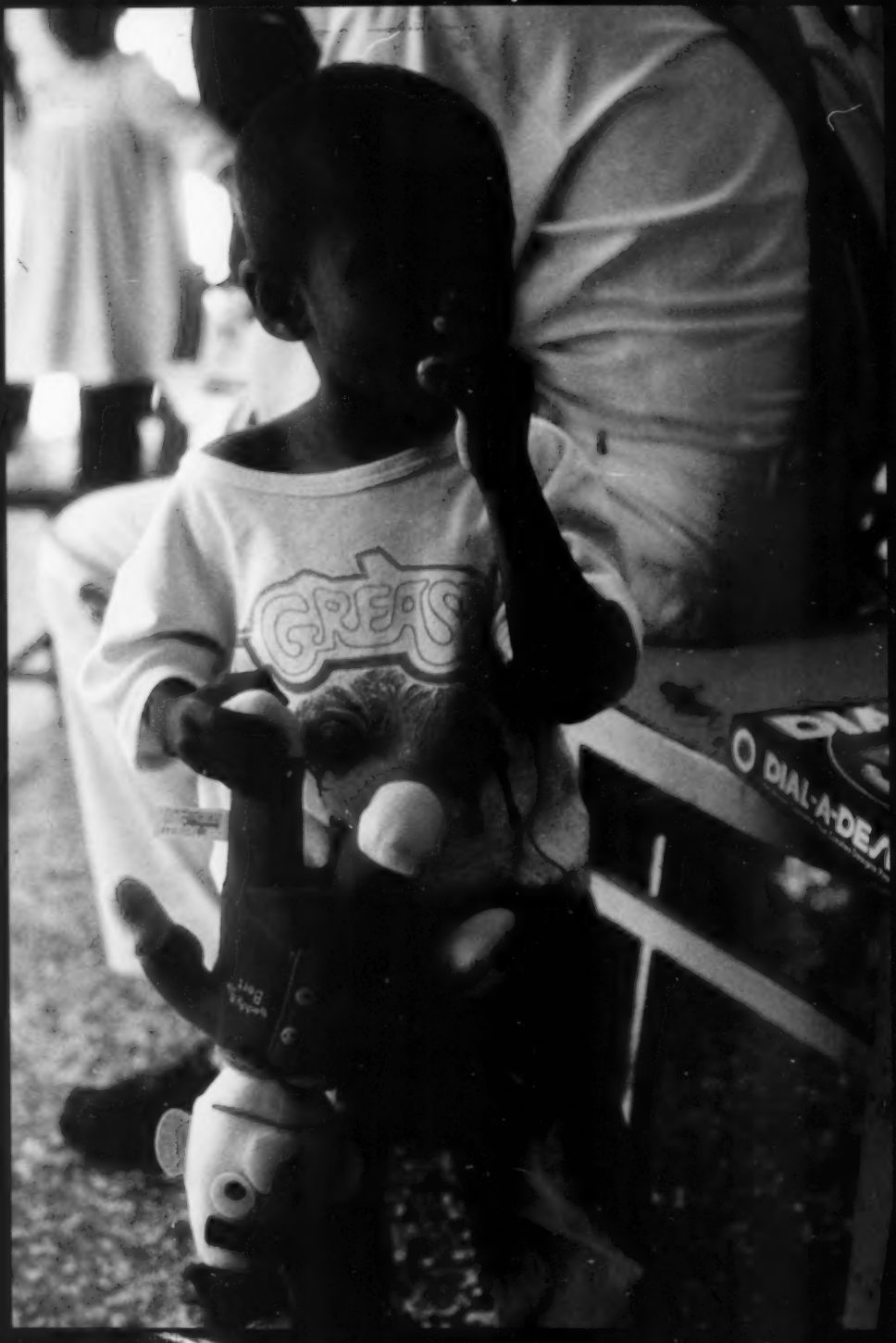
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